

Message Text

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ORIGIN IO-14

INFO OCT-01 EUR-12 ISO-00 CIAE-00 DODE-00 PM-05 H-02
INR-10 L-03 NSAE-00 NSC-05 PA-02 SP-02 SS-15
USIA-15 EB-08 COME-00 TRSE-00 OMB-01 OIC-02 AID-05
AF-10 ARA-14 EA-12 NEA-10 MMO-04 SIG-02 /154 R

DRAFTED BY IO/DHP:CANORRED, JR.:MIZ
APPROVED BY IO/DHP:CENORRIS
IO/IBC/BA:WMSOUTHWORTH

-----056697 170930Z /20

R 162014Z PEB 78
FM SECSTATE WASHDC
TO USMISSION GENEVA
INFO USMISSION USUN NEW YORK
AMCONSUL MONTREAL
AMEMBASSY PARIS
AMEMBASSY ROME
AMEMBASSY VIENNA

UNCLAS STATE 041411

ICAO, FODAG, NESCO, USIAEA, UNIDO

E.O. 11652: N/A

TAGS: AORG, UN

SUBJECT: GENEVA GROUP CONSULTATIVE LEVEL XV

REF: GENEVA 436

1. THERE FOLLOWS FOR USE IN CONNECTION WITH SUBJECT MEETING
AT MISSION'S DISCRETION A PAPER ON FIELD EVALUATION.
CF PARA 5 (C) OF REFTEL.

2. QUOTE FIELD EVALUATION OF UN TECHNICAL ASSISTANCE.
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3. BACKGROUND

4. IN THE GENEVA GROUP CONSULTATION LEVEL MEETING IN
OCTOBER, 1977, WE INDICATED THAT WE WOULD PRESENT TO THE
GENEVA GROUP A PLAN FOR FIELD EVALUATION IN SELECTED
COUNTRIES, INCLUDING THE FEASIBILITY OF GENEVA GROUP
PARTICIPATION IN ONE OF THE EVALUATIONS.

5. DISCUSSION -- PURPOSE OF RAISING PLAN IN GENEVA GROUP
GENERAL

A. THE QUESTION OF GENEVA GROUP PARTICIPATION IN A FIELD EVALUATION IN ONE OR SEVERAL COUNTRIES WAS NOT DISCUSSED OR DECIDED UPON IN THE GENEVA GROUP CONSULTATION LEVEL

MEETING. WE WISH TO RAISE IT ON AN INFORMATION BASIS IN THE GENEVA GROUP GENERAL, TO INFORM THE OTHER COUNTRIES OF PROGRESS IN OUR PLANS, AND IN THE EXPECTATION OF RAISING THE SUBJECT IN THE MAY MEETING OF THE GENEVA GROUP CONSULTATION LEVEL.

B. WE RECOGNIZE THAT THE EVALUATIONS WOULD EXTEND BEYOND THE UN SPECIALIZED AGENCIES TO INCLUDE UNDP AND OTHER AGENCIES, AND THUS WOULD EXTEND BEYOND THE MANDATE OF THE GENEVA GROUP NARROWLY INTERPRETED. WE BELIEVE NONETHELESS THAT THE PLAN IS APPROPRIATE FOR CONSIDERATION BY THE GENEVA GROUP SYSTEM, FOR THE FOLLOWING REASONS

I) THERE IS NO OTHER DEVELOPED-COUNTRY CONSULTATIVE MECHANISM BETTER SUITED TO ARRANGE COORDINATION FOR THIS PURPOSE.

II) THE GENEVA GROUPS, AT ALL LEVELS, HAVE SHOWN MUTUAL CONCERN ABOUT EVALUATION OF UN ASSISTANCE ACTIVITIES.

III) THE GENEVA GROUP MANDATE TO MONITOR THE SPECIALIZED AGENCIES WOULD COVER MOST OF THE SCOPE OF THE UNCLASSIFIED

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EVALUATION, SINCE THE SPECIALIZED AGENCIES ADMINISTER ALMOST ALL PROJECTS, EITHER AS EXECUTIVE AGENCIES FOR UNDP OR IN THEIR INDIVIDUAL TECHNICAL ASSISTANCE PROGRAMS.

6. U.S. POSITION (DRAWING UPON DISCUSSION ABOVE)

A. AS PREVIOUSLY MENTIONED IN THE OCTOBER 1977 CONSULTATIVE LEVEL MEETING, THE UNITED STATES PLANS TO CONDUCT EVALUATIONS OF UN TECHNICAL ASSISTANCE ACTIVITIES IN VARIOUS COUNTRIES. WE WISH TO INFORM THE OTHER MEMBERS OF THE GENEVA GROUP THAT THE FIRST PILOT STUDY IS BEING LAUNCHED IN KENYA, AND THAT FURTHER STUDIES ARE TENTATIVELY PLANNED IN COLOMBIA, INDONESIA, JAMAICA, KOREA, MALI, PERU, THAILAND AND TUNISIA.

B. WE INVITE THE OTHER MEMBERS TO HAVE THEIR REPRESENTATIVES IN KENYA PARTICIPATE AS FULLY AS THEY WISH IN INFORMATION-GATHERING AND-SHARING, AND IN THE CONCLUSIONS OF THE STUDY. THE UNITED STATES PLANS TO SEND AN OFFICIAL FROM THE INTERNATIONAL ORGANIZATION AFFAIRS BUREAU OF THE DEPARTMENT OF STATE, AND AID AND OTHER AGENCIES MAY SEND OTHER OFFICERS, TO JOIN WITH THE STAFF IN NAIROBI IN CONDUCTING THE STUDY.

C. WE ARE PROVIDING HERewith TO THE OTHER GENEVA GROUP MEMBERS COPIES OF OUR PLAN FOR THE KENYA PILOT STUDY (ANNEX A), OF A PRELIMINARY CHECK LIST OF QUESTIONS TO BE USED BY PARTICIPANTS (ANNEX B), AND OF A SET OF FIVE CRITERIA ON PROJECT DESIGN (ANNEX C). THESE FIVE CRITERIA HAVE BEEN INCORPORATED INTO THE PRELIMINARY CHECK LIST OF QUESTIONS, BUT THE LATTER IS STILL IN-

COMPLETE, PENDING DEVELOPMENT OF THE DETAILS OF THE STUDY DESIGN FOR THE PILOT STUDY IN KENYA.

D. WE ARE CONSULTING WITH YOU (THE OTHER GENEVA GROUP COUNTRIES) AND SEEKING YOUR VIEWS ON OUR EVALUATION PLANS. WE HOPE YOU WILL SIMILARLY CONSULT, IN ORDER THAT WE MAY COLLABORATE IN:

(I) FORMULATING COMMON EVALUATION METHODOLOGY.

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(II) EFFECTING A GEOGRAPHIC DIVISION OF LABOR, TO PREVENT DUPLICATION AND MAXIMIZE THE EFFICIENCY OF FIELD EVALUATIONS,

(III) DEVELOPING AN EXCHANGE OF FINDINGS AND CONCLUSIONS, AND

(IV) CONSIDERING CONCERTED FOLLOW-UP ACTION TO ELIMINATE SPECIFIC DEFICIENCIES AND MAKE SPECIFIC IMPROVEMENTS IN UN DEVELOPMENT ASSISTANCE.

7. ANNEXES (A) - PLAN FOR PILOT STUDY ON UN ASSISTANCE (KENYA), (B) - PRELIMINARY CHECK LIST ON UN ASSISTANCE, (C) - FIVE CRITERIA FOR EVALUATING PROJECT DESIGN. UNQUOTE

8. ANNEX A

9. QUOTE PLAN FOR PILOT STUDY OF UN ASSISTANCE (KENYA)

10. TO REINFORCE THE AMERICAN EMBASSY STAFF IN NAIROBI, THE DEPARTMENT OF STATE'S BUREAU OF INTERNATIONAL ORGANIZATIONS PLANS TO SEND AN OFFICER FOR AT LEAST TWO WEEKS. ONE OR TWO OTHERS ARE EXPECTED TO BE SENT BY OTHER WASHINGTON AGENCIES (AID, OMB).

11. A FIRST STEP WILL BE THE DEVELOPMENT OF A STUDY DESIGN BY THE AMERICAN EMBASSY AND WASHINGTON AGENCIES. THE SCOPE OF THE STUDY WILL ENCOMPASS THE TOTAL SPECTRUM OF UN DEVELOPMENT ASSISTANCE ACTIVITIES, RANGING HORIZONTALLY ACROSS ALL SECTORS OF THE ECONOMY, (E.G., AGRICULTURE, INDUSTRY, HEALTH, EDUCATION) AND VERTICALLY FROM THE RELEVANCE AND SOUNDNESS OF PROGRAM POLICY DOWN TO THE EFFECTIVENESS OF PROJECT EXECUTION.

12. GIVEN THIS BROAD SCOPE, WE BELIEVE IT WILL BE UNCLASSIFIED

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NECESSARY TO LIMIT THE STUDY IN AT LEAST TWO WAYS. FIRST, TO CAREFULLY SELECT KEY PROGRAM AND OPERATIONAL ELEMENTS WHICH ARE SUFFICIENTLY REPRESENTATIVE TO PERMIT US TO DRAW RELIABLE GENERAL CONCLUSIONS ABOUT THE OVERALL CHARACTER OF UN PERFORMANCE. SECOND, TO DRAW ON EXISTING

EVALUATIVE AND OTHER AUTHORITATIVE MATERIAL AND ON KNOWLEDGEABLE, OBJECTIVE OBSERVERS IN THE FIELD RATHER THAN ON THE COLLECTION AND ANALYSIS OF COMPREHENSIVE PRIMARY DATA.

13. WITH RESPECT TO THE SUBSTANCE OF THE STUDY, AT THE

POLICY PROGRAM LEVEL WE WOULD ANALYZE UN DEVELOPMENT PLANNING AND RESOURCE ALLOCATION TO DETERMINE THE EXTENT TO WHICH UN EFFORTS A) SUPPORT THE HOST COUNTRY'S DEVELOPMENT PRIORITIES, B) COMPLEMENT THE INPUTS OF OTHER DONORS, C) ARE CONSISTENT WITH UN PROGRAMMING CRITERIA ESTABLISHED BY ECOSOC AND OTHER POLICY BODIES, AND D) HAVE ACTUALLY CONTRIBUTED TO HOST COUNTRY AND UN DEVELOPMENT OBJECTIVES. AT THE OPERATIONAL LEVEL, THE STUDY WOULD ADDRESS THE RELEVANCE OF INDIVIDUAL PROJECTS TO DEVELOPMENT GOALS AND PRIORITIES, THE QUALITY OF PROJECT DESIGN, THE EFFECTIVENESS OF IMPLEMENTATION AND OTHER PROGRAM MANAGEMENT CONCERNS.

14. WE ARE SENDING OUR EMBASSY A COPY OF FIVE KEY CRITERIA FOR EVALUATING PROJECT DESIGNS, WHICH WE HAVE FOUND USEFUL AS A SHORT FIRST APPROACH.

15. WE HAVE ALSO PREPARED FOR THE USE OF THE PERSONNEL INVOLVED IN THE STUDY A BRIEF CHECK LIST OF QUESTIONS ON KEY ASPECTS OF UN ASSISTANCE. UNQUOTE

16. ANNEX B

17. QUOTE CHECK LIST ON UN ASSISTANCE
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18. DOES THE UNDP RESIDENT REPRESENTATIVE PLAY A CENTRAL ROLE

- A.) IN PLANNING AND COORDINATION OF UN ASSISTANCE?
- B.) IN COORDINATION OF ALL FOREIGN ASSISTANCE?

19. DOES THE WORLD BANK OR ANY OTHER UN AGENCY PLAY A GREATER OR NEAR-EQUAL ROLE IN THESE FUNCTIONS?

20. IF UN SPECIALIZED AGENCIES HAVE TECHNICAL ASSISTANCE PROJECTS OF THEIR OWN, SEPARATE FROM THE UNDP -FUNDED PROJECTS,

- A.) ARE THESE PROJECTS COORDINATED WITH UNDP, OTHER UN AGENCIES, AND OTHER DONORS?
- B.) IN EACH SPECIFIC CASE, WHY SHOULD NOT THESE PROJECTS BE PART OF THE UNIFIED UNDP-FUNDED TECHNICAL ASSISTANCE PROGRAM?

21. DOES THE RECIPIENT COUNTRY COOPERATE EFFECTIVELY WITH UN ASSISTANCE IN

- A.) MAINTAINING A GOOD RELATIONSHIP WITH THE UNDP RESIDENT REPRESENTATIVE?
- B.) PERMITTING COORDINATION AMONG UN AND BILATERAL DONORS?
- C.) PREPARING ITS COUNTRY PLAN AND THE UNDP COUNTRY PROGRAM?

D.) MEETING ITS COMMITMENTS AS TO COUNTERPART PERSONNEL AND RESOURCES FOR PROJECTS?

22. IS THE UNDP COUNTRY PROGRAM

- A.) A MISCELLANY OF SMALL UNRELATED PROJECTS?
- B.) A FEW WELL-CHOSEN PROJECTS?

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23. IS THE INDIVIDUAL PROJECT FULLY RELEVANT TO THE RECIPIENT COUNTRY PROBLEM?

24. IS THE PROJECT WELL-CONCEIVED, IN TERMS OF CAUSAL RELATIONSHIPS AND INTERNAL CONSISTENCY, TO ACHIEVE THE STATED OBJECTIVE?

25. ARE THE TARGETS OF THE PROJECT EXPLICIT AND MEASURABLE?

26. HAS ACCOUNT BEEN TAKEN OF THE PROBABILITY AND EFFECT OF EXTERNAL FACTORS?

27. IS THE PROJECT READILY EVALUABLE, I.E., DESIGNED WITH EVALUATION METHODOLOGY, PROGRESS INDICATORS, DATA COLLECTION, AND TIMELY EVALUATION SCHEDULES?

28. IS THE TRI-PARTITE REVIEW PROCESS

- A.) NEGLECTED?
- B.) PRO FORMA?
- C.) A USEFUL DISCUSSION?
- D.) A THOROUGH CRITIQUE, LEADING TO MODIFICATIONS?

29. HAVE EVALUATIONS OF PROJECTS BEEN CONDUCTED, AND LED TO MODIFICATIONS?

30. DO THE UNDP COUNTRY PROGRAM AND OTHER UN ASSISTANCE PROGRAMS GIVE MUCH ATTENTION TO WOMEN

- A.) AS BENEFICIARIES?
- B.) AS PARTICIPANTS IN DEVELOPMENT?

31. ARE THERE PARTICULAR DEFICIENCIES THAT SHOULD BE NOTED FOR RAISING WITH UN AGENCIES, OR FOR U.S. POLICY CONSIDERATION? UNQUOTE

32. ANNEX C BEING HAND CARRIED BY DCM SORENSON.
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33. WOULD APPRECIATE NO DISTRIBUTION OUTSIDE MISSION
PENDING DCM SORENSON'S RETURN AND POSSIBLE NORRIS VISIT.
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Message Attributes

Automatic Decaptioning: X
Capture Date: 26 sep 1999
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 16 feb 1978
Decaption Date: 01 jan 1960
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01 jan 1960
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978STATE041411
Document Source: ADS
Document Unique ID: 00
Drafter: IO/DHP:CANORRED, JR.:MIZ
Enclosure: n/a
Executive Order: N/A
Errors: n/a
Expiration:
Film Number: D780073-0667
Format: TEL
From: STATE
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t197802120/baaafbwg.tel
Line Count: 280
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, TEXT ON MICROFILM
Message ID: 199eb5cf-c288-dd11-92da-001cc4696bcc
Office: ORIGIN IO
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 6
Previous Channel Indicators:
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: GENEVA 436
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 10 feb 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 3475706
Secure: OPEN
Status: NATIVE
Subject: GENEVA GROUP CONSULTATIVE LEVEL XV
TAGS: AORG, UN
To: GENEVA INFO USUN N Y MULTIPLE
Type: TE
vdkgvwkey: odb://SAS/SAS.dbo.SAS_Docs/199eb5cf-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014